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How to Cultivate a High-Performing Remote Team During a Crisis

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Speakers

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Today's Topics

Forced Change - Current Remote Work Challenges

Proven Framework for High-Performance Teams for Employees and Leaders

Technology and Connection – Tools for a productive home [or wherever you are] office.

Action Plan – How do we get from Forced Change to High-Performing Remote Teams?

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1. FORCED CHANGE AND THE CHALLENGES WE FACE

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Forced Change: Accepting the Terms & Conditions

- It's easy to ignore the terms and conditions until it directly affects us.

- Ignoring the facts doesn't change the reality

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"Retain faith that you will <u>prevail</u> in the end, regardless of the difficulties AND at the same time <u>confront</u> the most brutal <u>facts</u> of your current reality, whatever they might be."

Jim Collins ~ Good to Great

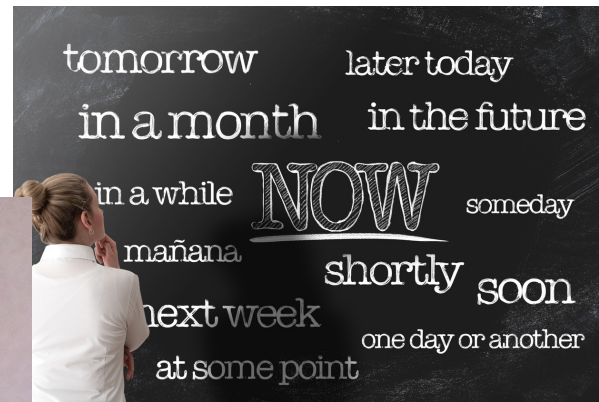# Not Controlled Circumstances: Identify the *Cans* and *Can-nots*

- **We can't control the schools**

- **We can't control the laws**

- **We can't control the fear**

- **We can control how we respond**

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Not A Controlled Environment

- Lions, and tigers, and kids, oh my

- Lack of social interactions

- Hard to getaway

- New workflows

- New office (and probably not a corner office)

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No Clear End Date or Timeline

tomorrow   later today
in a month   in the future
in a while   NOW   someday
mañana   shortly
next week   soon
one day or another
at some point

DAY 3487

WERE
FINE

#PANDEMIC2020

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2. PROVEN FRAMEWORK FOR REMOTE EMPLOYEES AND LEADERS

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There is a greater responsibility for a remote worker to document their work, be available, and share their status

Now working at home due to the pandemic….

Continue to work from home – 59%
Return to Office – 41%

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❑ All Employees Should Be Successful Remote Employees

- We need all team members to be:
  - Self-Motivated and Independent
  - Great Work Ethic
  - Highly responsive
  - Resourceful
 - Collaborative

On-site and Remote!

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If employees must be in the office for their hours and production to be monitored by your highest contributors, it is an expensive business model!

Coach and Train for the qualities that we need in our teams

There is a greater responsibility for a remote worker to document their work, be available, and share their status
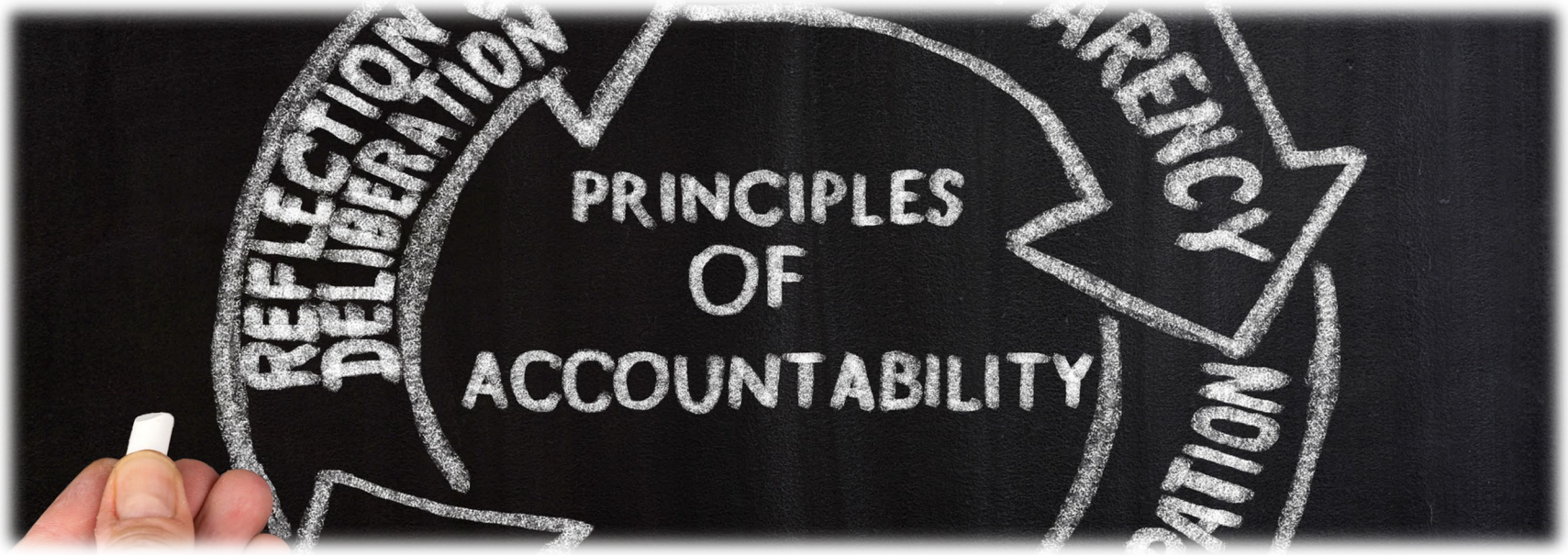
❑ **What is Price of Admission?**

- **40 hours is minimum commitment for a salary**

- **Organization may ask you to present your results**

- **Visibility and Contribution – your responsibility to be present and make a great contribution without being managed**

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Judged on Results and Not Hours Behind a Keyboard

❑ Every Employee Should Be a Successful Remote Employee

- We are in this together for success -

- If employees are not able to develop these characteristics, we need to consider the consequence that this has on the overall team contribution.

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Know thyself (and thy WFH weaknesses)

❑ All Managers Should Be Successful Remote Managers

- **Ability to manage projects/the team's work**

- **Manage by Results**

- **Transparent Communication**

- **Ability to Create Stability and Trust within their Teams**

- .

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☐ Define the Work – Set Objectives and Goals

- Define the Goals/Objectives (week or month)

- Brainstorm all the Tasks Required to Complete the Goals/Objectives

- Assign Estimated Times to all Tasks

- List of Dependencies and Risks

- Select an End Date

- Estimate a Few Completion Milestones

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❑ **Manage by Results**

- **Productivity = Output divided by Input" model fails for Knowledge Workers**

- **Employees *are* the means of production – by way of their knowledge and expertise – and the output is the series of creative decisions they make in a day**

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☐ Status and Sharing

- Create an Individual Work Overview
- (not Project Online)/Status Report:

    ▪ This Week
    ▪ Next Week
    ▪ Issues and Risks

- **What did I do last week to move the team**
- **forward ?**
-
- **What am I going to do next week to move**
- **the team forward?**
-
- **What are my issues and risks?**

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Publish the Results

☐Transparent Communication

- **Increases Clarity and Accountability**

- **Facilitates Communication**

- **Leads to more Informed Decisions**

- **Breeds a Unified Team that has Trust**

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Loss of Visual Cues – for employees and leaders, requires greater communication.

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Monthly Performance Conversations

Promote Remote Teams – no out of sight/out of mind!

Share Team Contributions

Executive Summaries

3. CONNECT YOUR TEAMS: NOW AND IN THE FUTURE

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Most Important Factors

1. Communication

2. Convenience

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Short Term: The Technology Reaction
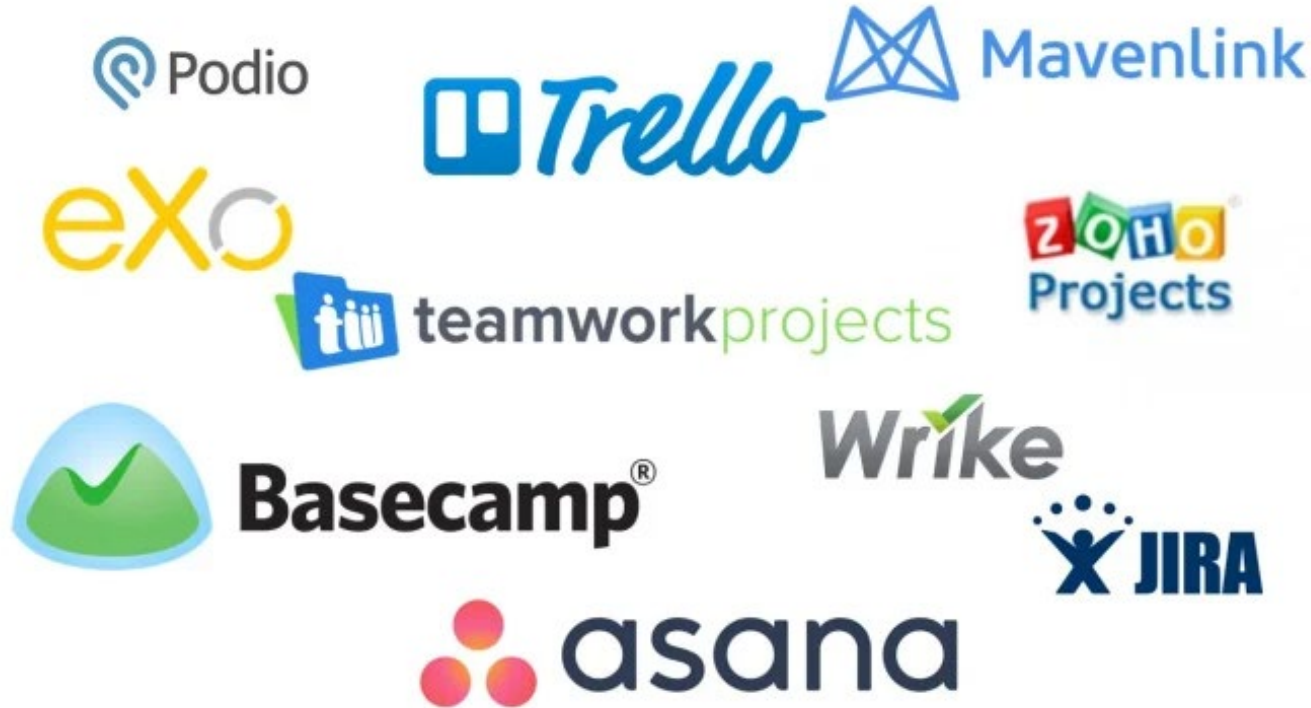
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Never let a good crisis go to waste.

Winston Churchill

What Apps to Use?

- Ask the right questions:
    - What bottleneck is it replacing?
    - What opportunity is it helping to capture?
- Avoid analysis paralysis
- Fail fast
- Get everyone on board
- Keep a record of the pros and cons

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Team Communication <> Customer Communication

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HOME
SECURITY
SYSTEM
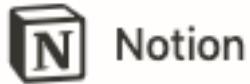
WFH Security Lockdown

- **Easy wins:**
  - **Take control of home Wifi router**
    - **Ensure WPA2 or WPA3 security settings**
  - **Keep people (aka kids) out**

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WFH Security Lockdown

User ID and Password

➤ Your User ID must contain from 6 to 16 alphabetic and/or numeric characters with no spaces.

➤ Your Password must:

- Contain from 8 to 16 characters
- Contain at least 2 of the following 3 characters: uppercase alphabetic, lowercase alphabetic, numeric
- Contain at least 1 special character (e.g., @, #, $, %, & *, +, =)
- Begin and end with an alphabetic character
- Not contain spaces
- Not contain all or part of your UserID
- Not use 2 identical characters consecutively
- Not be a recently used password

- **Lets talk about passwords!**
  - **Too secure,**
    can be just as bad,
    as not secure at all.
- **Two Factor Authentication (2FA)**
  - **Easy win, when done right**
- **Password Managers:**
  - LastPass ···|
  - 1Password
- **Password Audit and Score**
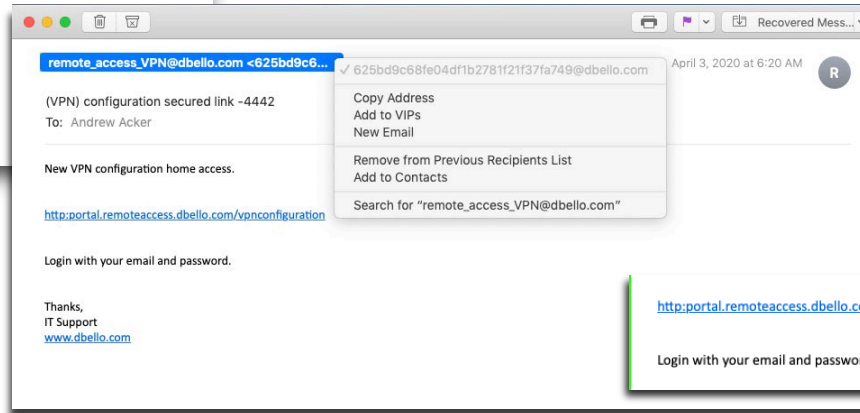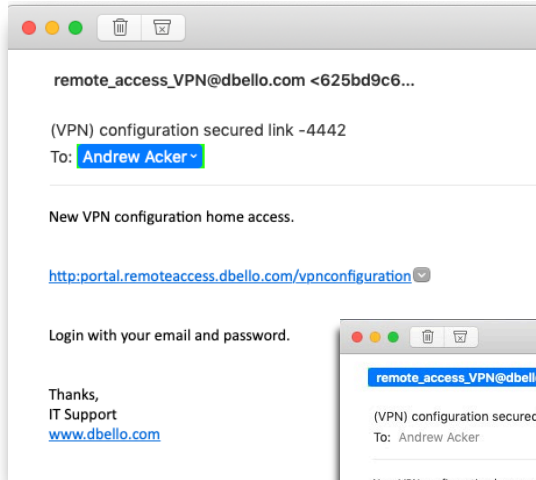
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WFH Security Lockdown

WFH Security Lockdown

- **Expect it!**
  - **"Be cautious"**
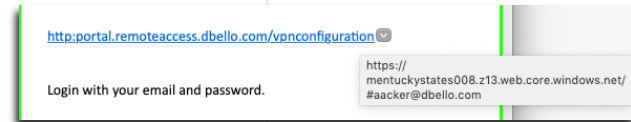
Personal Efficiency Drives Team Efficiency

- Law of the Lid
- We still lead by example
- Set employees up to win
- Work towards incremental progress

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Efficiency Tool Box

WFH Best Practices: Getting Practical

1. **Pick Your Spot**
   - Otherwise, "I can work anywhere" can turn into "I need to work everywhere"
2. **Build a new commute and take breaks**
   - The bite of ginger between sushi bites
3. **Reset your expectations (short term vs long term)**
   - Don't be intimidated by Instagram
4. **Batch time and activities**
   - Help avoid the distractions by controlling the wake
5. **Start well by ending well**
   - Review, organize, plan

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4. ACTION PLAN: CRISIS TO PLANNED REMOTE WORKING

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A few thoughts on starting now….

Agreements on deliverables for today, this week or this month

Stand-up calls

Allow for flexibility – find the schedule when the individual can be most productive; recognize children, space, privacy and choice issues are short-term issues.

End of the Day Reports

Support and Trust (don't micromanage)

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Action Plan:

• **Checklist Available**

<u>Transparent Communication:</u>

☐ In the short term, schedule daily standups for the team.

☐ Single Place to find Team Information/Documentation

☐ Have Performance Conversations individually and with the team to discuss what is going well and what needs improvement.

<u>Promote Your Virtual Teams – we do not want to become invisible:</u>

☐ Create a bulleted Executive Overview to Share Your Teams Contributions

<u>Understands the Benefits and Limitations of Technology for Virtual Teams</u>

Text-based media is generally more useful for sharing basic daily information, while video chats and telephone conversations are better for brainstorming, problem-solving and relationship-building.

☐ Evaluate what technology works and what needs to be changed, both in the short term and long term

☐ Ensure that you're not creating digital burnout with your team

☐ Don't assume you're 'secure' just because you're at home. Perform an at home/remote security audit

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...A TYPICAL EMPLOYER CAN SAVE ABOUT $11,000/YEAR FOR EVERY PERSON WHO WORKS REMOTELY HALF OF THE TIME.

KATE LISTER, PRESIDENT OF GLOBAL WORKPLACE ANALYTICS

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Creating a Work at Home Program:

- Decide Who Can Work From Home – maybe some level of training/experience is necessary prior to working from home

- Define Expectations

- Is a separate Home Office a requirement?

- Define the Schedule – will on-site be required?

- Choose Means of Communication/Team Collaboration

- Ensure Data and Device Security

- Clarify What Expenses You're Going to Cover

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QUESTIONS?

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